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ABSTRACT

This collection of grievance procedures from member libraries of the Association of Research Libraries (ARL) contains: (1) documents on committee approaches to grievances from University of British Columbia, Center for Research Libraries, University of Connecticut, Harvard University, Michigan State University, and University of Nebraska; (2) grievance procedures from Princeton University (for both professional and support staff), Purdue University, Washington University, McGill University, Ohio State University, and University of Kentucky; and (3) termination procedures from Columbia University, University of Kansas, Pennsylvania State University, Princeton University, and Washington University. Originally prepared in 1975, this kit was updated in 1978. (THC)

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# Grievance Procedures

# Kit 23

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OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

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# UPDATED APRIL 1978
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UNIVERSITY OF BRITISH COLUMBIA

COMMITTEE APPROACH TO GRIEVANCES

Policies and Procedures
E Committees
Directive #6b
Issued by: Administration
Effective date: March 1974
Cancels directive #6a

## LIBRARIANS' RATING REVIEW COMMITTEE

**Composition:** At least three Administrative Specialist Librarians with very little or no supervisory responsibility for general librarians.

**Method of Selection:** Appointed by the Associate Librarian.

**Terms of Office:** One review session.

**Report:** To the Associate Librarian.

**Terms of Reference:**

1. To achieve equity in the ratings assigned to librarians, both individually and comparatively.
2. Where the Committee changes a division head's rating they must allow the division head to personally present his case to the Committee.
3. To hear appeals from staff who disagree with their ratings. Appeals must first be made to the staff member's Assistant Librarian. Subsequent appeal to the Committee is arranged through the Associate Librarian.
4. The final decisions of the Committee are not subject to change by anyone at any level.
5. Written notification of changes in ratings is given by the Committee to the appropriate Division Heads. It is the Division Head's responsibility to notify the staff member whose rating has been changed.
6. The Committee will present their final report to a meeting of the Committee and the Librarian, the Associate Librarian, the Assistant Librarians, and the Co-ordinator of Technical Services.

Index Terms: Librarians' rating review committee

Rating review committee, Librarians'

Non-professional-->

While an employee may be asked to work temporarily with and under the direction of someone other than the immediate supervisor this does not alter the line of supervision. Should the line of supervision be altered, the employee will be informed of this.

## Personnel Problems

When a problem or disagreement arises between an employee and the immediate supervisor they are expected to discuss the matter frankly and attempt to work out a solution. If a solution cannot be reached which is acceptable to both, either may then refer the matter to the head of the department. If a satisfactory solution cannot be found on the departmental level, the problem should be referred to the Assistant Director in charge of personnel. If it is still not possible to find a satisfactory solution to the problem at this level, the aggrieved employee may ask for a review by a grievance committee. Such a committee will be appointed as follows:

1. One Center employee appointed by the aggrieved employee.
2. One Center employee appointed by the Assistant Director for Personnel.
3. The two persons appointed to the committee will appoint a third person.

The committee will investigate the grievance fully by discussion with the aggrieved employee, the supervisor, the Assistant Director for personnel, and such other employees as they may wish to interview, and will then submit to the Director of the Center a written report of their findings and a recommendation for his consideration. The Director will consider the recommendation of the grievance committee and will then render a decision which shall be final.

## Part Time Employees

Time Clock: Employees working less than 37 1/2 hours per week will normally be on the time clock. Time cards should always be left in the "IN" and "OUT" sections of the box beside the clock. If a lunch break is taken during the working hours, the employee must punch out. Should an employee forget to punch either in or out this should be reported immediately to the employee's supervisor so that the time can be entered by hand. For a hand entry on the card to be effective it must be initialed by the employee's supervisor or another person in the employee's line of supervision.

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## GRIEVANCE PROCEDURES

The University Library attempts to encourage free and open discussion on employee problems and grievances. Staff members are encouraged to discuss problems of this kind with their immediate supervisor, or with the Associate University Librarian if they feel it appropriate, and every effort will be made by supervisors and the Library administration to amicably settle such problems. It is recognized, however, in all cases this may not be possible, and that employees may feel that they have received less than satisfactory treatment through this process. There are available, under such circumstances, to individual staff members, a variety of grievance procedures both within and without the Library and as appropriate, staff members are encouraged to make use of those procedures.

### Grievance Procedures Available

It is hoped that any employee problems that arise can be solved by utilizing the usual supervisory channels. In the event that the problem is not resolved, or does not lend itself to this method of solution, the following alternatives are available:

1. Wilbur Cross Library Staff Association. According to the By-Laws adopted March 4, 1970, the Welfare and Resource Committee of the Wilbur Cross Library will "consider all employee problems brought before it; investigate inequities in departments in regard to such issues as sick leave, personal leave, etc....." "The sole power of this committee shall consist of making recommendations."

2. Faculty: *University of Connecticut Bulletin Laws and By-Laws*, Ninth edition, June 1966; Office of the Provost, *Memorandum*, November 30, 1970. "The Committee of Three authorized in Article X, Section K.5.c shall be empowered upon receipt of a statement of grievance not adjusted or adjustable in the ordinary ways, to appoint an *ad hoc* committee of from three to five faculty members to receive the complainant's statement of grievance, to conduct investigations, including holding hearings on the issues at stake, and to present its recommendations to the appropriate level of administration. The complainant may be represented (or not, as he sees fit); the committee will have access to necessary information and the proceedings will be conducted confidentially. In appointing the *ad hoc* committee, the Committee of Three shall give due consideration to the appointment of individuals who are acceptable to the parties of the dispute."

3. Classified Staff: *General Statutes of Connecticut*, State Personnel Act, Section 5-202. A grievance procedure is provided for those classified employees who cannot obtain satisfaction through the ordinary supervisory channels. The employee, or his authorized representative, shall file in writing an appeal of grievance first with his immediate supervisor. The immediate supervisor shall give his answer to the employee within seven calendar days. When the answer is not satisfactory to the employee, further appeals may be made to his

intermediate supervisor, to the appointing authority, and to the state personnel director. When the employee is still aggrieved, a final hearing may be held by the Personnel Appeal Board which will present a decision. *Regulations of Connecticut State Agencies*, State Employees, Personnel Department, Section 5-9-22 prescribes an order of procedure and specifies time limits to be adhered to in submitting an appeal.

4. University Ombudsman. Although the Office of the Ombudsman was set up primarily to deal with grievances of a racial nature, the office is willing to process other grievances when the normal line of appeal has proved unsatisfactory.

### Unions and Other Associations

There are a number of organizations in which membership is open to Wilbur Cross Library employees and through which the problem of grievances may be approached. Some of them are:

1. Connecticut State Employee Association (CSEA). This organization is open to all state employees. Working with the employee and the employer, it follows procedures set up by the General Statutes of Connecticut in handling job-related grievances.

2. Independent Union. This organization is open to classified employees and is primarily interested in employees in the lower pay groups. Like CSEA, it works through procedures prescribed by the General Statutes of Connecticut in handling grievances.

3. Federation of University Teachers, American Federation of Teachers. This organization will handle grievance problems for non teaching professional staff, without requiring membership in the union. The grievance procedure is flexible rather than fixed. The Committee of Three, authorized by *University of Connecticut Bulletin Laws and By-Laws*, is chosen from a panel of eight to ten members within the union. It is the responsibility of the Committee to speak with the complainant and the various supervisors and administrators in an attempt to resolve the grievance.

4. University of Connecticut Professional Employees Association (UCPA). Formed in 1971, this organization is interested in the problems and concerns of the non-teaching professional staff. It attacks grievance problems as an independent group, or it may chose to align itself with one of the other organizations.

## SUPPLIES AND EQUIPMENT

An essential supplemental aid to library operations is the provision of necessary equipment and supplies to enable the individual staff members to carry out their responsibilities. Within the necessary budgetary limitations, the Library attempts to make a reasonable effort to provide that equipment and those supplies requested by individuals and by the departments.

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# HARVARD UNIVERSITY LIBRARY

CAMBRIDGE, MASSACHUSETTS 02138

## Appeals Procedure

A librarian who is dissatisfied with the rank assigned in the implementation of the scheme can appeal the rank by means of the following steps. At each step the appellant shall have two weeks within which to proceed, and the library administration shall have two weeks within which to affirm or change the rank of the appellant. It shall be understood that the appellant may withdraw an appeal at any time. The procedures outlined below in steps 1 and 2 may be adapted, as necessary, to the differing administrative structures of the various units of the University Library.

1. Informal Discussion

Within two weeks of official notification of the assigned rank, the librarian should discuss the rank informally with the appropriate immediate supervisor. Every effort shall be made to settle the matter at this level.

After discussion with the supervisor, the appellant, if not satisfied, may ask for a review by the person who recommended the rank.

If the issue is not resolved at this point, the appellant should discuss the rank with the appropriate Faculty Librarian.

2. Review

If the problem has not been resolved in the steps outlined above, the appellant shall request from the person who recommended the rank a written statement of the basis on which the ranking was assigned. Copies of that statement shall be sent to the appropriate Faculty Librarian and Dean and Assistant University Librarian for Personnel. The appellant shall then request a meeting with the Director of the University Library, the appropriate Faculty Librarian, and the appropriate Dean, for the purpose of reviewing the statement and the assigned rank.

3. Hearing

If agreement has not been reached at the above review meeting, the appellant may ask for a review by a Hearing Committee, one member of which shall be chosen from a standing panel appointed by the President. This panel shall consist of not fewer than five men and women. Members of this panel shall be from the Harvard community, but not from the staff of the University Library, and several faculties shall be represented.

The appellant may choose to have a Hearing Committee of one, three, or five members, as follows:

(a) Committee of one: The appellant and the appropriate Faculty Librarian shall choose one person from the panel; if the appellant and the Faculty Librarian are unable to agree on a person, they shall select by alternately "striking" a name from the panel. The last name remaining on the panel shall be the Hearing Committee member.

(b) Committee of three: The appellant and the appropriate Faculty Librarian shall each choose one member from the professional staff of the University Library; the third member shall be chosen by these two members from the panel. If the first two members are unable to agree on a third member, the method of "striking" names described above shall be used to select the third member.

(c) Committee of five: The same procedure as outlined in (b) above shall be followed, except that the appellant and the appropriate Faculty Librarian shall each choose two persons to serve on the Hearing Committee, and these four members shall select the fifth member from the panel.

The Hearing Committee should have access to all written material pertinent to the case and may interview the appellant, members of the library administration, and anyone else deemed appropriate.

The committee shall endeavor to reconcile differing points of view. If unable to do so, the committee shall submit findings of fact and recommendations to the President for his decision. The President's decision shall be final.

18 January 1973

MICHIGAN STATE UNIVERSITY

Appendix A to the Bylaws of the Library Faculty

GRIEVANCE PROCEDURES

A. Department Grievance Procedure

A.1. The Departmental Advisory Group shall be responsible for the execution of these procedures.

A.1.1. It shall assure that all hearings in the department are conducted with appropriate due process.

A.1.2. It may seek advice from the Faculty Grievance Officer (FGO) on all matters related to the grievance.

A.2. If the grievance is not resolved informally, a Library Faculty member may initiate a grievance procedure by written request to the appropriate Assistant or Associate Director.

A.3. A written request for a formal grievance procedure must be made within 30 days of the grievant's first knowledge of the alleged violation.

A.4. All written requests for formal grievance procedures shall state the grievance and the redress sought.

A.5. Any time formal procedures are requested, the appropriate Assistant or Associate Director shall send written notification to the FGO and may request him to assist in attempting to achieve a resolution prior to the initiation of the formal proceedings.

A.6. If formal proceedings have been initiated in writing within the department, a formal resolution of the grievance must be sought.

A.6.1. A formal grievance procedure shall begin within 14 days of the written request.

A.6.2. Hearings shall be conducted and completed within 30 days.

A.7. A departmental hearing committee shall be established separately for each formal grievance by the Departmental Advisory Committee in the following manner:

A.7.1. The hearing committee shall consist of 3 members, selected by lot from an initial panel of a larger number, drawn by lot from the department faculty. All drawing shall be conducted by the departmental advisory committee.

A.7.2. The departmental advisory committee shall meet with the parties to the grievance for the purpose of final selection of hearing committee members. Upon presentation of the names of the 3 selected for the committee, each party shall have the right to challenge any member for cause and, in addition, each party shall have the right of two peremptory challenges. Cause shall be determined by the advisory committee. After each challenge, the advisory committee shall select another member from the panel, and shall replenish the panel whenever necessary.

A.7.3. Faculty members unwilling or unable to serve may be excused for cause by the advisory committee and others substituted for them, selected as above.

A.8. The hearing committee shall conduct a hearing according to these procedures and according to sections 2 and 4 of the Interim Faculty Grievance Procedure (IFGP).

A.8.1. The chairman of the departmental advisory committee shall assemble the hearing committee. He shall supervise selection of the presiding officer from among the members of the hearing committee.

A.8.2. The Presiding Officer shall establish the specific rules of procedure.

A.8.3. A hearing committee may decide as follows:

A.8.3.1. There has been no violation of the rights of the faculty member.

A.8.3.2. There has been a violation of the faculty member's rights.

A.8.3.2.a. When a hearing committee finds that there has been a violation of a faculty member's rights, the hearing committee shall determine the appropriate means of redress. Decisions shall not conflict with existing policy and legislation in the department.

A.8.3.2.b. Upon completion of the hearing, the hearing committee shall present its decision, in writing to the appropriate Assistant or Associate Director.

A.8.4. The Assistant or Associate Director shall provide written notification of the result of the hearing

and of his decision to the parties to the grievance and to the FGO within 14 days of the completion of the hearing.

A.8.5. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days according to the procedures.

A.8.5.1. If the departmental hearing is the first hearing of the grievance and if the grievance has not been satisfactorily resolved, either party may appeal the decision within 14 days by requesting, in writing, the FGO to initiate a hearing at the College level. Either party may independently appeal within 14 days at the college level by written request directly to the Director of Libraries.

A.8.5.2. Failure to appeal within the prescribed time constitutes acceptance of the decision.

B. Library College Grievance Procedure

B.1. If a grievance is referred in writing to the Director of Libraries, a resolution of the grievance shall be sought to prescribed college procedures. A formal grievance procedure shall begin within 14 days of the written request.

B.2. The Library Advisory Council shall be responsible for the execution of these procedures.

B.2.1. It shall assure that all hearings in the Library College are conducted with appropriate due process.

B.2.2. It may seek advice on all matters related to the grievance from the FGO.

B.3. If the grievance is not resolved informally, a Library Faculty member may initiate a grievance procedure by written request to the Director of Libraries.

B.4. A written request for a formal grievance procedure must be made within 30 days of the grievant's first knowledge of the alleged violation.

B.5. All written requests for formal grievance procedures shall state grievance and the redress sought.

B.6. Any time formal procedures are requested, the Director of Libraries shall send written notification to the FGO and may request him to assist in attempting to achieve a resolution prior to the initiation of the formal proceedings.

B.7. If formal proceedings have been initiated in writing within Library College, a formal resolution of the grievance must be sought.

B.7.1. A formal grievance procedure shall begin within 14 days of the written request.

B.7.2. Hearings shall be conducted and completed within 30 days.

B.8. A Library College hearing committee shall be established separately for each formal grievance by the Library Advisory Council in the following manner:

B.8.1. The hearing committee shall consist of 3 members, selected by lot from an initial panel of a larger number, drawn by lot from the Library College Faculty. All drawing shall be conducted by the Library Advisory Council.

B.8.1.1. Either party may request with cause that the hearing committee consist of 5 members. Cause shall be determined by the Library Advisory Council. The additional members shall be selected as above.

B.8.2. The Library Advisory Council shall meet with the parties to the grievance for the purpose of final selection of hearing committee members. Upon presentation of the names of the 3 selected for the committee, each party shall have the right to challenge any member for cause and, in addition, each party shall have the right to two peremptory challenges. Cause shall be determined by the Library Advisory Council. After each challenge, the Library Advisory Council shall select another member from the panel, and shall replenish the panel whenever necessary.

B.9. The hearing committee shall conduct a hearing according to these procedures and according to sections 2 and 4 of the Interim Faculty Grievance Procedure (IFGP).

B.9.1. The chairman of the Library Advisory Council shall assemble the hearing committee. He shall supervise the selection of the presiding officer from among the members of the hearing committee.

B.9.2. The Presiding Officer shall establish the specific rules of procedure.

B.9.3. A hearing committee may decide as follows:

B.9.3.1. There has been no violation of the rights of the faculty member.

B.9.3.2. There has been a violation of the faculty member's rights.

B.9.3.2.a. When a hearing committee finds that there has been a violation of a faculty member's rights, the hearing committee shall determine the appropriate means of redress. Decisions shall not conflict with existing policy and legislation in the Library College.

B.9.3.2.b. Upon completion of the hearing, the hearing committee shall present its decision, in writing, to the Director of Libraries.

B.9.4. The Director of Libraries shall provide written notification of the result of the hearing and of his decision to the parties to the grievance and to the FGO within 14 days of the completion of the hearing.

B.9.5. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days according to the procedures.

B.9.5.1. If the Library College hearing is the first hearing of the grievance and if the grievance has not been satisfactorily resolved, either party may appeal the decision within 14 days by requesting, in writing, the FGO to initiate a hearing by a University Appeals Board. Either party may independently appeal within 14 days at the University level by written request directly to the Provost.

B.9.5.2. If the Library College hearing is the second hearing (the first having been a department hearing), the decision shall be forwarded to the president of the University for action according to Article 5 of the IFGP.

B.9.5.3. Failure to appeal within the prescribed time constitutes acceptance of the decision.

THE UNIVERSITY OF NEBRASKA-LINCOLN

The University Libraries

November 11, 1971

## THE LIBRARY FACULTY COMMITTEE ON APPEALS AND GRIEVANCES

PURPOSE AND POLICIES

The Committee on Appeals and Grievances (hereinafter called: the Committee) is charged with the impartial adjudication "of grievances arising from action or lack of action undertaken by one of the committees of the LIBRARY FACULTY or by the administration of the University Libraries."

Grievances, interviews and data gathered by the Committee will be treated in strictest confidence. Data developed and accumulated during complaint and appeal investigations will be held by the Committee in a secure place for one year or until operational value is exhausted. At that time, the files will be transferred to the library central files to be disposed of as per schedule.

It is assumed that most petitions brought to the Committee's attention will be of a substantial nature and will be worthy of action. However, the Committee does reserve the right to dismiss a complaint due to an apparent lack of substance or lack of action on the part of the complainant.

Should a Committee member be involved in a complaint, the individual will be excused from the investigation and resolution of that particular complaint. The resulting vacancy will be filled with a temporary appointee designated by the Chairman of the Executive Committee. Temporary appointments will insure

that the Committee will be at full strength when handling any complaint.

The Committee will make an annual report to the Library Faculty. This report, given in May of each year, will be of a general nature and will not reveal the names of persons bringing complaints to the Committee. (This is the pattern followed by the Faculty Senate Conciliation Committee in reporting to the Faculty Senate Liaison Committee.)

PROCEDURES

Persons wishing to present a grievance to the Committee should prepare a written statement which should include: (1) Cause of grievance or reason for appeal; (2) Particulars on what actions or discussion have preceded the complaint, i.e., what has the complainant done in his own behalf?; (3) If not covered in point 2, names of persons able to provide information relevant to the case; and, (4) The complainant's signature.

The petition should be given to the Committee chairman who will call the Committee together to consider the merit of the grievance. Shortly thereafter, the Committee will meet with the complainant to either recommend further action on the petitioner's part or to seek additional information prior to beginning investigation of the case.

If the petition is accepted, the Committee will gather all pertinent data and interview all persons involved in the case. Committee members will attempt to complete all data gathering and reach a decision on a complaint within one month from date

of receipt; however, complainants may request a status report on progress at any time -- in writing, if desired.

If the Committee finds in the complainant's favor, he and other parties directly involved will be notified. The Executive Committee will be notified as deemed necessary. The Committee will then use all means at its disposal to mediate or redress the grievance. Should the committee not find in the complainant's favor, the individual will be notified in writing and the matter dropped.

Committee on Appeals and Grievances

Norman J. Shaffer, Chairman
Cynthia Enstrom, Secretary
Jean Troutman

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## GRADING COMMITTEE

Name and Membership

The Grading Committee shall consist of six faculty members representing each of the undergraduate colleges, two student members, the Vice Chancellor for Academic Affairs or his (her) designee and the Vice Chancellor for Student Affairs or his (her) designee. All shall have voting privileges and be appointed for terms of not more than two years. Student members shall be appointed by the ASUN. Faculty members shall be nominated by the Committee on Committees and appointed by the President of the Senate.

Area of Responsibility

The Grading Committee shall have responsibility for continued study and evaluation of the existing grading system and shall consider and evaluate proposals for change or modification of the grading system.

## GRIEVANCE COMMITTEE*

Name and Membership

The Grievance Committee shall consist of six members. No deans may serve. There shall be submitted to the Senate four nominations by the Committee on Committees, from which two shall be elected. Not more than two members of any college faculty shall serve on the committee at the same time. The term of membership shall be three years.

Area of Responsibility

The committee shall, at the request of any administrator or faculty member, investigate any important problem involving any faculty member in his relationship to the University. It shall be its duty after careful investigation to make known its findings and recommendations to the persons concerned and to any other persons or body that, in its judgment, should be informed.

*See Note in the Preface on Areas of Responsibility of Academic Freedom and Tenure Committee, Conciliation Committee, and Grievance Committee.

PRINCETON UNIVERSITY

GRIEVANCE PROCEDURES

A 15

Professionals

# *APPENDIX B*

## Grievance Procedure for Professional Library Staff

This procedure for settling grievances is available to all Librarians on appointment to the Princeton University Library Staff. It may be invoked for any grievance growing out of terms and conditions of employment, including dismissal or suspension, with the exception of those relating to salaries and promotions, or group grievances, for which a different procedure is to be followed.

This procedure offers three steps in dealing with grievances, as follows:

*Step I.* The Grievance is presented and discussed with the supervisory hierarchy of the Library, with a view to settlement. (University Librarian's response only written document required.)

*Step II.* Response of Librarian is appealed before group of Library peers. (Written request and opinion and recommendations.)

*Step III.* Step II opinion and recommendations are reviewed before group including representation outside the Library Staff. (Written request and judgment.)

These three steps, described in detail below, represent three stages of discussion, each more serious than the preceding one, and each designed to settle the grievance quickly and equitably without recourse to later steps whenever possible. The essence of a grievance procedure is the final availability of a judgment outside the unit in which the alleged grievance occurs, and this procedure provides for that type of review.

Under this procedure, it is intended that no individual shall be penalized or disadvantaged for bringing and pursuing a complaint, for serving as a representative of a person involved in a complaint, or for providing information as requested in connection with a grievance procedure. A person who believes that he or she has been unfairly treated or penalized for such activities may present a complaint as a grievance under this grievance procedure.

All interviews and hearings relating to a particular grievance are to be considered privileged information to be discussed only with the principals involved and only under appropriate circumstances.

Grievances may be of two types: (1) a specific incident or (2) a situation involving an individual's own terms and conditions of employment. The words *Grievant* and *Respondent* are used in the following senses:



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*Grievant*: the person (or persons) who complains against a supervisory action or against his or her particular work conditions or terms of employment.

*Respondent*: the supervisory person (or persons) who has taken an action giving rise to the complaint or who is responsible for the alleged unfair or inequitable terms or conditions of employment that apply to the Grievant in this particular case.

## *STEPS IN THE PROCEDURE*

### *Step 1*

The intention of this step is to try to induce the parties to settle the complaint themselves through informal discussion before it becomes a formal grievance. This step does not require that any written records be kept, except for the response of the University Librarian, but the persons involved may want to keep some notes on the facts of the case for possible future use.

The Grievant must attempt to exhaust opportunities for settlement of the complaint within the supervisory hierarchy of the Library. The Grievant should first seek an interview with his/her immediate supervisor or his/her supervisor's superior, if conditions of his/her complaint suggest the latter as a more productive approach.

The Grievant may wish to seek a settlement of the complaint by bringing another person or persons, not his/her supervisor, into the discussion. If after the Grievant has presented the grievance to his/her supervisor so that the supervisor is aware of the nature of the complaint and discussion has failed to result in a mutually satisfactory agreement, the Grievant is free to use the following options at any point in Step 1:

(1) The Grievant may request that a member of the Library Grievance Panel (established as described below in the section on "Structural Units") meet with the Grievant and the Respondent or others in the Library administration in a further effort to arrive at a mutually satisfactory solution. The Panel member selected, who must have no prior involvement in the case, should feel free to enter into the discussion as seems useful.

(2) Grievant and Respondent may each select a Representative, each of whom shall be acceptable to both principals and both of whom shall be full-time members of the Library Professional Staff. A single representative agreed upon by both principals shall be satisfactory. The representative(s) shall arrange a meeting of the principals and try to work out a mutually satisfactory solution to the problem.



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A grievance remains in Step I until the Grievant has exhausted opportunities for settlement of the complaint, including at the end a presentation of the grievance to the University Librarian. Following such a presentation, the University Librarian shall have five working days in which to respond before the Grievant may resort to Step II. The University Librarian shall make a definite response in writing to the Grievant by the end of the five-day period with a copy to the Respondent. Normally, the University Librarian's response will include a statement of the complaint and the issues involved as he/she sees them as well as any solution that he/she then wishes to propose.

*Step II*

If actions taken under Step I fail to provide a solution satisfactory to the Grievant, he/she may appeal to the Library Grievance Panel (constituted to function as described in the section on "Structural Units"). A case enters Step II when the Grievant submits to the Panel Chair a full statement of the grievance and his/her objections to any proposed settlement under Step I. Appeal to the Library Grievance Panel Chair must be made within ten working days after the Grievant's receipt of the University Librarian's written response. The Panel Chair shall be responsible for notifying the Respondent, the Personnel Librarian and other Library personnel who have directly participated in the case that an appeal has been made to the Library Grievance Panel and for seeing to it that they each receive a copy of the written material provided by the Grievant in connection with the appeal. The University Librarian's written response shall be submitted to the Chair of the Panel by the University Librarian upon receipt of the Grievant's written statement submitted in connection with the appeal to Step II.

The Panel Chair, within ten working days after an appeal is received, shall arrange for an Appeal Committee to be selected and the first meeting of the Appeal Committee shall be held. (The method of selection of an Appeal Committee is explained in the section on "Structural Units.")

The Library Grievance Panel shall adopt, and each Appeal Committee shall apply, procedures that ensure: (a) the Grievant receives a fair hearing and is afforded ample opportunity to present his or her case directly to the Appeal Committee, (b) the Grievant and the Respondent are aware of the facts and evidence that have been presented against either of them, and (c) both parties receive written notification of the findings of the Appeal Committee.

Within fifteen working days after the Committee's last hearing, it shall report its opinion and recommendations in writing to all parties directly involved in the case, placing a copy of the opinion and recommendations, together with other written documents related to the case, in the con-

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fidential Grievance Panel Appeal File maintained in the University Librarian's Office. Both the Grievant and the Respondent may request that specific information, with the exception of the final opinion and recommendations, be excluded from this file record. In addition, written communications from outside the University Community which were designated by the writers as privileged shall be excluded from the file.

The opinion and recommendations of the Appeal Committee is not binding. Rather, it provides the parties with an impartial opinion of their peers on the merits of the case. The Committee's opinion as filed in the Appeal File shall be made available to any group which reviews the case in Step III.

*Step III*

If the Grievant is not satisfied by the results of his/her appeal to peer group opinion provided in Step II, the Grievant may request a review by the University Review Committee for Librarians' Grievances (constituted to function as explained in the section on "Structural Units"), the final provision in the University for the consideration of a Librarian's grievance. A case enters Step III when the Grievant submits to the Dean of the Faculty, in his capacity as Chair of the Review Committee, a full statement of the grievance and his/her objections to the proposed settlements under Steps I and II. Normally, such a request should be made thirty days after the Grievant has received the written findings of the Library Appeal Committee and the University Librarian has stated to those involved whether or not the Library will adopt any changes that the Appeal Committee may have recommended in its findings.

The Dean of the Faculty shall officially accept the Grievant's written request for review of the grievance, provided the request is in accord with procedural requirements. Thereafter, arrangements shall be made by the Dean of the Faculty so that the University Review Committee will act on the request as expeditiously as possible. The Committee shall adopt procedures to ensure that (a) all relevant facts have been presented and considered, (b) the employee receives a fair hearing and is afforded ample opportunity to present his/her case directly to the Committee, and (c) the employee is aware of the facts and evidence that have been presented against his/her case. Within fifteen working days after its last hearing, it shall report its judgment in writing to all parties directly involved in the case.

The Review Committee shall place a copy of the judgment in the confidential Grievance Panel Appeal File maintained in the University Librarian's Office. The Committee may elect to add to the file any other relevant documents which it deems of possible value in case of further activity relating to the grievance.

*Time Limit Waiver*

If there is a reasonable explanation why a Staff member has failed to submit an appeal or request a review within the required time limits, the relevant time limit may be waived by the body to which the application is made.

*Follow-up*

If the grievance procedure has gone into Step II or beyond, the Panel Chair, six months after the last report of findings has been made, shall institute a follow-up to insure that any changes accepted have been carried out both in letter and spirit and that those directly involved in the case have not been retaliated against or otherwise treated unfairly because of their involvement. The follow-up shall be instituted at an earlier time, if requested by the Grievant.

If the Chair finds that agreements have been honored and there has been no retaliation, he/she shall add a written report to that effect to the Appeal File. If agreements have not been carried out fairly, the Chair shall so report in writing to the Dean of the Faculty, with copies of the report sent to those involved in the action and a copy provided for the Appeal File.

## *STRUCTURAL UNITS*

*Library Grievance Panel*

The procedure depends in part on the availability of a standing Library Grievance Panel. The Panel shall be made up of ten Librarians, five of whom are elected each year and serve two-year terms. In each annual election, the slate of nominees for the Panel shall be determined by the Committee on Committees and Elections and shall be at least eight in number. The election of the five Panel members each year shall be determined by the method of the single transferable vote. Initially, there will need to be at least 16 nominees on the written ballot and the election of five members to serve one-year terms and five to serve two-year terms. The Chair of the Panel shall be elected annually by the members of the Panel, with the Chair of the previous year's Panel serving until he/she has presided over the election of the new Chair.

Vacancies in the Panel resulting from the departure of any of its members from the Library Staff shall be filled by a special election, which can be held or not at the discretion of the Chair, but must be held if the Panel otherwise would fall below seven members. Such a special election shall follow the same procedure and method as the regular annual election; in special elections candidates shall be nominated to fill out the unexpired

terms of members of the Panel who have resigned. There shall be no limit on renomination of members of the Panel for additional two-year terms.

The Panel shall be a group whose members are on call to serve for designated cases. When Staff members agree to stand for election to the Panel, they must agree to serve when called unless they have prior involvement in the case for which they are selected or are physically unable to serve. If a Panel member's term ends while he/she is involved in the mediation of a case, the member shall continue to serve until the case is completed.

*Appeal Committee*

The Panel members who serve for a designated case shall be selected as follows: A three-member Appeal Committee shall be constituted by the selection of one Panel member by the Grievant and one Panel member by the Respondent. These two Panel members in turn shall select a third member of the Panel to serve as Chair of the Appeal Committee. In no case shall the Panel Chair serve on an Appeal Committee, since he/she may be asked to review a case in Step III. In case a third member for an Appeal Committee cannot be agreed upon, the selection of the third member, who serves as Chair of the Committee, shall be made by the successive striking out of the names of available members of the Panel by alternate decision of the two members selected, starting with the member selected by the Grievant, until only one name remains, that one to serve as Chair of the Committee.

The Appeal Committee shall have the power to call and question witnesses in hearings, which shall be closed, and to see records relevant to the case. The Appeal Committee's determinations shall be in accord with University policies, unless any of them are the substance of the grievance. The Appeal Committee, in the course of its deliberations, shall be free to consult the Personnel Librarian, the University Librarian, and the Dean of the Faculty. The Appeal Committee shall have no right to establish any University policy, or to add to, subtract from, or change existing University policies. Each opinion and recommendation rendered by an Appeal Committee shall be reviewed by the appropriate University office and body to see whether an existing University policy should be examined for possible changes.

*University Review Committee for Librarians' Grievances*

A standing University Review Committee for Librarians' Grievances shall be provided for reviewing grievances carried to Step III by the Grievant. The Committee shall be composed of the following five persons:

The Chair of the Library Grievance Panel
A Member of the Faculty Committee on the Library (not a member of the Library Staff)

The Chairman of the Committee on Conference of the Faculty
The Librarians' Representative to the Council of the Princeton University Community
The Dean of the Faculty, who serves as Chair of the Committee

The faculty member representing the Faculty Committee on the Library shall be elected each fall by the Faculty Committee during its first meeting.

Each of the five members of the Review Committee shall have one vote. The findings or decision of a majority of the Committee shall constitute the decision of the Committee. If for some reason a member is not available to serve on the Committee to handle the grievance at the time a review is requested, the President of Princeton University shall select an individual to serve in place of the unavailable member. The individual selected by the President shall be representative of the unit, function, or activity of the member being replaced.

June 19, 1973

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19 Draft still not yet finalized

PRINCETON UNIVERSITY

SUPPORT STAFF, UNION EMPLOYEES

GRIEVANCES & ARBITRATION

A dispute arising out of the interpretation, meaning, application or claimed violation of any provision of this Agreement shall be defined as a grievance and shall be handled in the following manner:

Step 1 - An employee with or without the Steward or local union President or Vice President, shall first present and discuss his grievance, other than a dispute involving the discipline or discharge of an employee, with his immediate supervisor within ten(10) working days after the occurrence of the event or within ten (10) working days after the employee should reasonably have had knowledge of the event out of which the grievance arises. The supervisor shall give his oral decision within two working days thereafter.

Step 2 - If the grievance is not settled at Step 1, the grievance shall be reduced to writing and signed by the Steward or a local Union officer and the written grievance presented to the University Librarian or designated representative within five (5) working days after the date of the oral decision. A written answer to the grievance shall be given to the Union by the University Librarian or his designated representative after in person discussions or meetings between the parties within ten (10) working days after presentation of the written grievance. At this step the employee may be represented by a Steward and by the Local Union Presider or his designee. Time lost from work to process the grievance at such in person discuss or meetings by the grievant, steward and/or local Union President or his designee will result in no loss of pay.

Step 3 - If the grievance is not settled at Step 2 the Union shall, within five (5) working days following the date of the written answer of the University Librarian, submi the written grievance to the University's Director of Personnel Services or his designat representative. The University's Director of Personnel Services or his designated

representative shall, after in person discussions or meetings between the parties within ten (10) working days after receipt of the grievance, give the Union a final written answer. At this step the employee may be represented by a Steward, the Local Union President or his designee, and a representative of the AFSCME Council. Time lost from work to process the grievance at such in person discussions or meetings by the grievant, steward and/or local Union President or his designee will result in no loss of pay.

If the grievance is not settled at Step 3, the matter may be submitted to arbitration as follows: The Union's written demand to arbitrate must be given to the University's Director of Personnel Services within fifteen (15) working days after the Step 3 answer. The Union shall simultaneously request the Federal Mediation and Conciliation Service to submit a panel of eleven (11) arbitrators. The parties shall meet within seven (7) calendar days of receipt of the panel to choose an arbitrator. The parties shall strike names, alternately, until only one person is left on the list, with the Union striking first. The arbitrator is requested to submit his decision within thirty (30) calendar days of the close of the hearing. The award of the arbitrator shall be final and binding on the University, the Union and the employee or employees involved. The arbitrator is limited to determining matters concerning the application, meaning or interpretation of the Agreement and in no way can add to, delete or alter any aspect of this Agreement. The University and the Union shall divide equally in pay the fee and expenses of the arbitrator. All other expenses shall be paid by the party incurring them.

If the successive steps of the grievance and arbitration procedure are not utilized by the Union within the time limits provided, the grievance shall be considered withdrawn and this withdrawal shall be binding upon the University, the Union and the employee or employees involved. The time limits may be extended by mutual agreement of the parties. Disciplinary action, including discharge, shall be

grieved at Step 2. The union itself may submit a grievance directly on behalf of a group of employees who are all directly affected.

If possible, time lost due to arbitration may be made up within the work week of the arbitration, with the approval of the employee's supervisor.

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PURDUE UNIVERSITY

LIBRARIES/AUDIO-VISUAL CENTER

GRIEVANCE PROCEDURE FOR ACADEMIC PERSONNEL

This procedure is provided for the use of the faculty and graduate student employees of the Libraries and Audio-Visual Center (L/AVC) on the West Lafayette Campus. All normal avenues for settlement of differences should be followed before the formal procedure is initiated.

I. Coverage.
Any L/AVC faculty member shall be eligible to use the Grievance Procedure. The Procedure shall also be available to all graduate student employees with the classification of Graduate Assistant, Graduate Instructor, Graduate Assistant in Research or Graduate Instructor in Research.

II. Statement of Authority.
School Grievance Committees are authorized by Executive Memorandum B-16, "Grievance Procedures for Academic Personnel" dated May 29, 1973. Within the L/AVC, the Academic Personnel Grievance Committee is to be a standing faculty committee established under the L/AVC Constitution and By-Laws.

III. Definition of a Grievance
A grievance is defined as a complaint initiated by an L/AVC faculty member or graduate student employee alleging that an administrative act or decision relating to employment was in error, a misapplication, or a misinterpretation; or that action was not taken where indicated; or that action, or lack of it, has substantially damaged the professional, contractual and/or financial guarantees enjoyed. Specifically, but not exclusively, a grievance may be concerned with such matters as: academic freedom, appointments and reappointments, assignment and reassignment of duties, employee benefits, tenure decisions, promotions, termination of employment and working conditions.

IV. The Grievance Committee.
A. Composition.
1. The Grievance Committee shall be a Standing Committee of the Faculty, and shall consist of three (3) persons elected every two years according to the procedures set up in the By-Laws of the L/AVC Constitution.

2. Any faculty member below the Assistant Director level may serve on the Grievance Committee.

3. The Grievance Committee shall elect its own chairperson.

B. Jurisdiction.
A grievant may initiate the Grievance Procedure except in the following cases:

1. When a grievance alleges discrimination due to race, religion, color, national origin, age or sex. These grievances are under the jurisdiction of the University EEO officer.

2. Any other grievance which is specifically assigned to some other University-wide grievance body or procedure.

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C. Other Limitations.

The Grievance Committee may not receive complaints of alleged grievances which have occurred earlier than twelve (12) months from the date of receipt of written notice of complaint from the grievant; or, any complaints of alleged grievances which occurred earlier than twelve (12) months from the date of acceptance of this procedure by the L/AVC faculty.

D. Functions.

1. Activation of the Grievance Procedure.

Upon receipt of a written notice from the grievant detailing the complaint, the Grievance Committee shall immediately:

a. Insure that normal procedures and channels available for settling the complaint have been exhausted.

b. Inform the other party to the grievance of the terms of the complaint and request a written response to the allegations within a specified five (5) working days.

c. Inform the Director of the L/AVC that a written notice of complaint has been received.

d. Determine that the complaint is a grievance as defined in this document within five (5) working days of the receipt of the response to the complaint. If the complaint does not fall within this definition, the Committee may reject it by unanimous vote, and so inform the grievant in writing of the reasons for its action. Should the grievant disagree with the decision of the Grievance Committee, he or she may utilize the Campus Grievance Procedure without prejudice.

e. Should a member of the Grievance Committee be a party to the grievance, he or she shall abstain from participation in the activities of the Grievance Committee.

2. Selection of the Grievance Panel.

If the Grievance Committee determines that a grievance exists, the selection of a Grievance Panel shall be completed within five (5) working days of the decision.

a. The Grievance Panel shall consist of five (5) persons selected randomly from the L/AVC Faculty.

b. Persons excluded from serving on the Grievance Panel include:
1) Assistant Directors and above.
2) Members of the Grievance Committee.
3) Any person who has participated directly in the act or decision (or lack of act or decision) causing the grievance.
4) Any person who has served on an immediate past Panel and/or any person who is currently serving on a Panel.

c. Selection of the Panel shall be made randomly from the L/AVC Faculty not excluded under part b above. Nine persons shall be selected. The Grievance Committee shall contact each person to see if he or she is willing to serve on the Panel. If any refuse, other eligible faculty members shall be chosen randomly until nine persons willing to serve have been selected.

d. The Grievance Committee shall present the list of nine faculty members to the parties to the grievance, each of whom may eliminate two (2) persons from the list.

e. The Grievance Committee shall randomly select a Grievance Panel from those persons remaining on the list.

f. The Chairperson of the Grievance Committee shall inform the five (5) persons of the Grievance Panel of the time and place of the first meeting which shall take place within five (5) working days of the selection of the Panel.

V. Withdrawal of the Grievance.

A. The grievance may be withdrawn by the grievant at any point before the Panel begins hearings by notifying the Chairperson of the Grievance Committee in writing.

B. The grievance may be withdrawn at any point in the procedure with the consent of both parties to the grievance by notifying the Chairperson of the Grievance Committee in writing.

C. The Director of the L/AVC shall be informed of the withdrawal by the Grievance Committee.

VI. Conduct of the Hearing.

A. The Grievance Panel.

1. The first meeting of the Grievance Panel shall be called by the Chairperson of the Grievance Committee; at this meeting the Chairperson shall present the Panel with any written documentation on the grievance and then withdraw from participation in the meeting.

2. The Grievance Panel shall elect its own chairperson and set a date within five (5) working days for hearings to begin.

3. The Chairperson of the Grievance Panel shall be responsible for the conduct of the hearing and the collection and utilization of documents and information relevant to the grievance. Only the Grievance Panel may make verbatim records of the hearings.

4. All materials reviewed by the Grievance Panel shall be made accessible to both parties to the grievance.

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B. The Hearing.

1. The parties to the grievance may represent themselves or be advised by and/or represented by any other person(s).

2. Parties to the grievance and the Panel shall have the right to legal counsel.

3. Parties to the grievance and the Panel may interview any person who offers information relevant to the grievance; hearings shall be closed unless all parties to the grievance agrees to open hearings.

4. Unless there are extraordinary circumstances, hearings shall be completed within 30 working days.

C. Termination of the Hearings.

1. The Grievance Panel shall transmit its findings and recommendations to the Chairperson of the Grievance Committee and then disband. The Grievance Committee shall immediately transmit the results to the parties to the grievance and to the Director of the L/AVC for his decision.

2. Should the Director be a party to the grievance, the written recommendations of the Grievance Panel shall be sent by the Grievance Committee to all parties to the grievance and to the Provost for his decision.

3. The decision of the Director of the L/AVC, or the Provost, shall be sent in writing to the parties to the grievance, and to the Grievance Committee, within ten (10) working days.

4. Should the Director's decision, or the Provost's differ from the recommendations of the Grievance Panel, an explanation in writing shall be sent to the parties to the grievance and to the Grievance Committee.

5. The Grievance Committee shall prepare and transmit a summary statement of the grievance and its disposition to the L/AVC faculty within five (5) working days of receipt of the Director's, or the Provost's decision.

6. Should either party to the grievance disagree with the decision of the Director, or the Provost, he or she may utilize the Campus Grievance Committee without prejudice. Reference should be made to Executive Memorandum B-16, "Grievance Procedures for Academic Personnel," for the details for initiating the procedure.

VII. Confidentiality.

A. Records

Written records generated by the hearing may be kept for a maximum of two (2) years in the files of the Chairperson of the Grievance Committee. After two years they shall be destroyed and only the summary statement kept. Any verbatim records of the hearing, written or recorded, shall be destroyed or erased immediately after the Grievance Panel has submitted its recommendations.

B. Access to Files.

Access to the files of past grievances shall be limited to members of the Grievance Committee, the parties to the grievance, the Director of

the L/AVC, and any other person(s) who has secured the written permission of the parties to the grievance.

C. Personnel File.
No record of the grievance, its withdrawal, or resolution shall become part of the personnel file of the parties to the grievance.

VIII. Reprisals.
It is the intent of this Grievance Procedure that no reprisals of any kind shall be taken by the University or any employee thereof against any party to the grievance, any member of the Grievance Committee or the Grievance Panel, or any other participant in the grievance procedure by reason of such participation.

IX. Amendments.
Proposed amendments to the Grievance Procedure shall bear the signatures of at least 10 members of the L/AVC Faculty and shall be submitted to the Agenda Committee. The Agenda Committee shall prepare and distribute copies of the proposed amendment(s) at least fourteen (14) days prior to the meeting at which the amendment(s) is to be discussed. The proposed amendment(s) shall be read and discussed at the meeting, and the grievance procedure may be amended by a majority vote of the Faculty present at that meeting.

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Orientation sessions are given during the first week which include a tour of the building and conferences with the new staff member's supervisor. Each new staff member is given a copy of the Library's Policies and Procedures Manual, the University's Policies and Procedures Manual, Library Handbook, and the guidelines mentioned above. On-the-job training will vary within each department according to the type of work and the position. In all instances the new staff member is expected to become familiar with procedures and policies in the department to which he or she is assigned, and have a general knowledge of other departments of the library. All training emphasizes increased effectiveness and should be aimed at providing opportunities for the new staff member to assume greater responsibilities and to make use of interests, knowledge and abilities.

GRIEVANCE PROCEDURE

A grievance may fall into one of two broad categories: (1) those which relate primarily to the individual in his work situation and (2) those which relate to a situation or condition affecting other Library staff as well as the individual. The grievance of the first type can usually be handled by the staff member in conference with his immediate supervisor or department chief. However, the staff member has recourse to two other levels of administration, if he is not satisfied with the results obtained from discussion with his department chief. He may see next the assistant university librarian responsible for his area of work. If still not satisfied, he may then see the University Librarian.

After the staff member (non-academic) has tried all channels within the Library, he may appeal in writing to the Director of Personnel, Box 1184 who will study all of the facts and submit a formal written reply. Further appeal may be made to:

Personnel Advisory Committee
Frank Williamson, Chairman
Box 1134

The University Personnel Advisory Committee, made up of a number of university employees, will advise the University Administration of its findings and recommendations related to the complaint.

After exhausting the appropriate channels in the Library in the case of a discrimination complaint, non-academic staff should write to:

Subcommittee on Affirmative Action
Personnel Advisory Committee
c/o Director of Personnel
Box 1184

The complaint must be made within 90 days of the discrimination incident. The letter must outline the factual basis for the alleged complaint. Discrimination complaints of staff with academic status are handled by the University-wide Affirmative Action Committee.

TERMINATION OF EMPLOYMENT

Resignations:

Academic: Professional staff members should give a minimum of a month's notice of their intention to resign in writing to the University Librarian. Notification several months in advance is desirable.

Non-academic: Non-academic staff should give at least two week's notice of their intention to resign. The notice should be made in writing and addressed to the department chief, who will forward it to the appropriate assistant university librarian for information and acknowledgement.

Retirement:

For non-academic staff hired prior to January 1, 1973, retirement is mandatory at age 68 (June following 68th birthday); for those staff hired after this date, retiremant is mandatory at age 65 (at the end of the month in which they reach their 65th birthday).

Professional librarians holding administrative positions (department chiefs and above) retire at the end of the fiscal year in which they observe their 65th birthday; retirement is mandatory for those in non-administrative positions at the end of the fiscal year in which they observe their 68th birthday.

EMPLOYMENT OF NEAR RELATIVES

The University Policies and Procedures Manual states that it is the policy of Washington University "to discourage employment of near relatives in a department. Furthermore no near relative should work in the same department where one would supervise the other. Near relatives are considered to be: spouse, parent or child, brother or sister, first cousin, uncle or aunt, niece or nephew, or in-laws of the same degree."

In interpreting this policy, the Washington University Libraries (Olin, Art & Architecture, Biology, Chemistry, Earth Sciences, East Asian, and Music) is considered one

"department". The reason for this is that our staff have considerable mobility within the organization, so that a person working in a departmental library one year may be working in Olin the next, for example. We also include hourly paid staff members in the policy, since their status often changes between that of being in an hourly paid status to being in a career (salaried position) status.

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# GRIEVANCE PROCEDURES FOR LIBRARIANS

## Within the Library System

DEFINITION

A formal grievance may arise when repeated attempts to resolve a work-related difference of opinion have failed. These procedures cover work-related grievance, non-renewal of contract and dismissal for cause.

STEPS TO BE FOLLOWED

I. Work-related Grievance

1. a) If a librarian believes that he/she has a grievance, he/she should in the first instance attempt to settle the matter him/herself in direct contact with the individual concerned, normally his/her library or department head. Informal discussion is usually preferable to an exchange of letters or memos, although when personal contact fails, the latter method may be required. Such representations should be made with the minimum possible delay. If written communication is required during these deliberations, there should be an exchange of letters recording the agreement that has been reached.

   b) If the attempts outlined above fail to bring about a solution, the librarian occupying the next level in the administrative ladder should be approached, normally the appropriate Area Librarian. If this step, like the earlier one, is unsuccessful, the Director of Libraries is then approached. At this level, the librarian concerned may be accompanied by an advisor of his/her choice who is a member of the McGill academic community.

   c) If the matter remains unresolved at the Director's level, it should then be taken to the Senate Staff Relations Committee (see A.App.4(b)).

II. Non-renewal of Contract

1. a) After review by the Area Librarian

   If the librarian is not satisfied after having had further discussions with the Area Librarian and Director, the matter may be placed before the Senate Staff Relations Committee.

   b) After review by the Appointments Committee

   If the librarian is not satisfied after having had further discussions with the Appointments Committee and the Director, the matter may be placed before the Senate Staff Relations Committee.

2. During any of these discussions, the librarian may be accompanied by an advisor of his/her choice who is a member of the McGill academic community.

Grievance Procedures ...

III. Dismissal for Cause

In the case of dismissal for cause, the librarian should review the matter with the appropriate Area Librarian accompanied, if desired, by an advisor of his/her choice, who is a member of the McGill academic community. The Area Librarian may request that the appropriate library or department head be present. If the librarian is not satisfied with the results of this meeting, the matter should follow the procedures established for other academic staff (see A.App.4(b)).

Note: These grievance procedures are intended to provide guidance as to the steps to be followed within the library system and are subject to further revision and development as required.

FURTHER GRIEVANCE PROCEDURE FOR LIBRARIANS

The following grievance procedure for academic staff is available to librarians when procedures within the library system (see A.App.4(a)) have been exhausted.

I. THE SENATE STAFF RELATIONS COMMITTEE

"This Committee's responsibility is the examination of any case brought to its attention by a member of the teaching staff where that staff member considered that he had been subjected to unfair treatment by the University. The Committee would report its findings and any recommendations for action to the appropriate administrative office, and the Senate would be informed concurrently of such a report. This Committee's main purpose would be to safeguard the interests of the individual staff member by providing a convenient instrument for speedy examination of his grievance."

Source: Senate Minutes, Feb. 15, 1961
Senate Min. 126, Mar. 15, 1961

LA HANDBOOK

SECTION I THE LIBRARY SYSTEM

THE LIBRARY STAFF GUIDANCE GROUP

The Library Staff Guidance Group (LSGG) provides advisory assistance to any library staff member who is concerned about a library-related problem. Such a problem is one that is serious enough to disrupt the atmosphere necessary to maintain smooth and efficient work flow but not serious enough to suggest the implementation of the formal grievance procedure.

The group consists of five elected members - one librarian and one Library Assistant from the combined Law/Life Sciences/Physical Sciences and Engineering Area Libraries, one librarian and one Library Assistant from the combined McLennan/Humanities and Social Sciences Branch Libraries.

Staff are encouraged to contact any of the group if they have a problem they wish to discuss.

SECTION II TERMS AND CONDITIONS OF EMPLOYMENT

McGILL UNIVERSITY GRIEVANCE PROCEDURE

1. PREFACE

1.1 Scope of Procedure

Grievance Procedure for all non-academic full-time employees having completed their probationary period and who are not covered by a collective agreement. Nothing in this procedure shall be interpreted so as to take away from the University any rights or privileges inherent to the management function.

1.2 Definition of a Grievance

For the purpose of this procedure a grievance is defined as a complaint by an individual employee concerning the grievor's working conditions and disciplinary measures but excluding termination of employment for other than disciplinary reasons. In all steps in the procedure the grievor shall state the grievance in writing in either English or French. The reply of the reviewing University official shall also be in writing in either English or French as used by the grievor.

2. STEPS IN THE PROCEDURE

2.1 Preliminary Discussion

An employee shall first discuss any grievance with his/her immediate supervisor before filing a formal grievance.

2.2 Step 1

An employee desiring to file a formal grievance shall deliver the grievance in writing to his/her appraiser/supervisor with copy to intermediate supervisor if any, but no later than seven (7) days after the occurence or omission which gives rise to the grievance and the supervisor will render a decision in writing within the next three (3) days.

Step 2

If the grievor is not satisfied with the supervisor/appraiser's decision or if the supervisor fails to render a decision within the said three (3) days, the grievor shall submit his grievance in writing to the Library/Department Head with copy to intermediate supervisor above the level of appraiser supervisor if any, within ten (10) days of the decision under Step 1 or, as the case may be, of the expiry of the delay provided therefor. The Library/Department Head shall hold a meeting with grievor within three (3) days of receipt of the grievance and shall give a decision within the three (3) days following such meetings.

SECTION II TERMS AND CONDITIONS OF EMPLOYMENT

2. STEPS IN THE PROCEDURE (Continued)

Step 3

If the grievor is not satisfied with the decision of the Library/Department Head or if the Library/Department Head fails to render a decision within the said three (3) days, the grievor shall submit his grievance in writing to the Director of Libraries with copy to Assistant or Associate Area Librarian where appropriate and Area Librarian within three (3) days of the decision under Step 2, or, as the case may be,of the expiry of the delay provided therefor. the Director shall render a decision within five (5) days of receipt of the grievance.

Step 4

If the grievor is not satisfied with the decision of the Director or if the Director fails to render a decision within the said five (5) days, the grievor shall submit his grievance in writing to the appropriate Vice-Principal within three (3) days of the decision under Step 3 or, as the case may be, of the expiry of the delay provided therefor. The Vice-Principal Finance is the appropriate Vice-Principal in the Finance Area and the Vice-Principal Administration is the appropriate Vice-Principal in all other sectors. The Vice-Principal Administration will consult with the Vice-Principal Academic in the case of grievances from Library Assistants. The Vice-Principals shall render a decision within five (5) days of receipt of the grievance.

3. ARBITRATION

3.1 Delays

If the grievor is not satisfied with the decision of the Vice-Principal or if the Vice-Principal fails to render a decision within the said five (5) days, the grievor shall, within ten (10) days of the decision of the Vice-Principal or, as the case may be, of the expiry of the delay provided therefor, deliver to the Director of Labour Relations and Salary Administration a signed written request for arbitration with carbon copy to the Vice-Principal involved. The request shall be accompanied by a copy of the grievance.

3.2 Arbitration

In the case of the grievor being supported by an employee's Association recognized by the University for the purpose of this procedure, of which the grievor is a member, the arbitrator shall be selected by the grievor from a list of arbitrators mutually agreed upon by the University and the said Association at the beginning of each calendar year. The said list may be obtained or consulted at the office of the Director of Labour Relations and Salary Administration. If the grievor is not supported by an Association, he/she may select from the said

SECTION II TERMS AND CONDITIONS OF EMPLOYMENT

3. ARBITRATION (Continued)

list or may submit, to the Director of Labour Relations and Salary Administration, a name which shall require mutual agreement. If mutual agreement cannot be reached within five (5) days, then the Principal shall appoint an arbitrator within a further five (5) days.

3.3 Jurisdiction of the Arbitrator

Jurisdiction shall be limited to deciding the matter at issue within the terms of reference of this grievance procedure. In no event shall the arbitrator have power to modify agreed upon conditions of employment and/or University policies and procedures. However, the arbitrator shall have the power to rule upon the grievor's salary within the range of his classification. Furthermore, in the case of a grievance respecting the grievor's job classification, the jurisdiction of the arbitrator shall be limited to deciding whether or not the grievor is currently classified in relation to the work which the grievor is required to do and the arbitrator shall have no power to change, add or delete from any job description as determined by the University.

3.4 Decision of the Arbitrator

The arbitrator shall meet the parties within five (5) days of being appointed and shall render a decision within ten (10) days after the first meeting. The decision shall be final and binding on all parties.

3.5 Fees and Expenses of the Arbitrator

The fees and expenses of the arbitrator shall be shared equally by the grievor and the University. Where such fees and expenses are prejudicial to the grievor, the University may consider assuming all or part of the grievor's share.

3.6 Failure to Proceed

If the grievor does not proceed to the next step within the time delays stated above, the grievance shall be deemed to be withdrawn.

3.7 Representation of the Parties

During the grievance and arbitration procedure, the grievor may be accompanied and/or represented by an employee of the non-academic staff. The University's representative shall be designated by the Director of Labour Relations and Salary Administration.

3.8 Extension of Time Limits

All time limits referred to may be extended by written mutual agreement of the parties. All time limits are exclusive of Saturdays, Sundays and statutory holidays.

The procedure outlined below is to be used when a situation cannot be resolved in the ordinary routines of a unit. Each unit within the Libraries will have an organization chart posted so that the lines of supervision are readily apparent to all.

These procedures deal with grievances relating to individual rights, benefits, working conditions, appointment, reappointment, tenure, promotion and reassignment and which are within the jurisdiction of the library to resolve.

The Personnel Grievance Procedures which follow describe the usual number of levels. It should be understood that where applicable more levels can be inserted or levels specified can be eliminated. Levels can also be repeated where appropriate

At any point in the procedure when the employee indicates that he/she is not satisfied with the decision, the procedure automatically continues to the next step. The employee must appear at the scheduled meetings or the procedure stops. The representative may not continue the procedure alone.

Three copies of the form should be completed. The first copy is to be submitted to the Personnel Division for notification that the procedure is in process. The second copy is to remain with the aggrieved party. The third copy will move from level to level until the conclusion of the procedure. The supervisor should complete and sign the aggrieved party's copy at each level. The supervisor should complete the third copy, have the aggrieved party sign it and then send it to the next level or to the Personnel Division if the procedure has reached its conclusion or if a satisfactory decision has been ascertained. At the conclusion of the procedure, the supervisor's copy with all completed statements will be sent to the Personnel Division for retention. All forms will be kept on file in a separate folder and not in the individual's folder.

The employee contacts the immediate supervisor. The employee may be accompanied at all levels by a representative who may or may not have been a witness to the incident under discussion. The procedure then adheres to the following steps.

First Level - Immediate Supervisor

1. The supervisor hears the grievance and resolves it informally if possible. If this is not accomplished, the formal procedure is implemented. The Employee Grievance Procedure Form is completed (Form Per 202 may be obtained from either the Supply Room or the Personnel Division.)

2. The immediate supervisor, within two working days, submits a copy of the form to the Head, Personnel Division. The Personnel Division is responsible for reporting to department heads when the form is submitted.

3. The immediate supervisor will resolve the grievance within two working days and the signed grievance form is returned to the aggrieved party stating the supervisor's decision with a copy to the Personnel Division. If the immediate supervisor cannot make a decision, the grievance proceeds to the Second Level.

Second Level - Second Level Supervisor

If the aggrieved party is not satisfied with the decision of the immediate supervisor, an appeal may be made to the Next Level Supervisor of the involved library area. If the grievance is to be appealed to the Second Level, the employee will inform the Immediate Supervisor who will make arrangements for the necessary meetings of the Next Level Supervisor, the employee and the representative. These meetings will be scheduled during the regular working hours of the people involved.

The same procedure for action as is indicated in the First Level numbers 2 and 3 is then followed.

Third Level - Third Level Supervisor

If the aggrieved party is not satisfied with the Second Level decision, an appeal may be made to the Third Level Supervisor of the library area involved. If an appeal is to be made, the employee will notify the Second Level Supervisor who will make arrangements for the necessary meetings of the Third Level Supervisor, the employee and the representative. These meetings will be scheduled during the regular working hours of the people involved.

The same procedure for action as is indicated in the First Level numbers 2 and 3 is then to be followed.

Fourth Level - Department Head

If the aggrieved party is not satisfied with the Third Level decision, an appeal may be made to the Department Head of the library area involved. If an appeal is to be made, the employee will notify the Third Level Supervisor who will make arrangements for the necessary meetings of the Department Head, the employee and the representative. These meetings will be scheduled during the regular working hours of the people involved.

The same procedure for action as is indicated in the First Level numbers 2 and 3 is then followed.

Fifth Level - Head, Personnel Division

If the aggrieved party is not satisfied with the Fourth Level decision, an appeal may be made to the Head, Personnel Division. If the decision is to be appealed, the employee will notify the Department Head who will make arrangements for the necessary meetings of the Head, Personnel Division, the employee and the representative. These meetings will be scheduled during the regular working hours of the people involved.

The same procedure for action as is indicated in the First Level numbers 2 and 3 is then followed.

Sixth Level - Assistant Director

If the aggrieved party is not satisfied with the Fifth Level decision, an appeal may be made to the Assistant Director of the library area involved. If an appeal is to be made, the employee will notify the Head, Personnel Division who will make arrangements for the necessary meetings of the Assistant Director, the employee and the observer. These meetings will be scheduled during the regular working hours of the people involved.


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The same procedure for action as is indicated in the First Level numbers 2 and 3 is then followed.

Seventh Level - Director of Libraries

If the aggrieved party is not satisfied with the Sixth Level decision, an appeal may be made to the Director of Libraries. If an appeal is to be made, the employee will notify the Assistant Director who will make arrangements for the necessary meetings of the Director, the employee and the representative. These meetings will be scheduled during the regular working hours of the people involved.

The Director will resolve the grievance in two working days and the signed grievance form will be returned to the aggrieved party stating the final Libraries decision.

At the conclusion of the procedure all persons involved will be notified of the final decision.

Appeal

Appeals outside the Libraries will be made only after all possible appeals have been made within the Libraries. Appeals beyond the Libraries will follow established University procedures. A copy of this procedure may be obtained from the Head, Personnel Division. The Head, Personnel Division will also provide counseling to the employee if requested.

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THE OHIO STATE UNIVERSITY LIBRARIES PERSONNEL GRIEVANCE PROCEDURE FORM III

_____
Department Name

_____

Summary of Employee's Complaint:

_ _ _ _ _ _ _ _ _ _ _ _ _
Date received

_____

_____

Summary of Immediate Supervisor's Decision:

_ _ _ _ _ _ _ _ _ _ _ _ _
Date received

_____ _____ _____ _____
Immediate Supervisor's Signature | Date Decision Given to Employee | Employee's Signature | Date

___ I am satisfied with this decision
___ I am not satisfied with this decision.

_____

_____

Summary of Second Level Supervisor's Decision:

_ _ _ _ _ _ _ _ _ _ _ _ _
Date received

_____ _____ _____ _____
Second Level Supervisor's Signature | Date Decision Given to Employee | Employee's Signature | Date

___ I am satisfied with this decision.
___ I am not satisfied with this decision.

_____

_____

Summary of Third Level Supervisor's Decision:

_ _ _ _ _ _ _ _ _ _ _ _ _
Date received

_____ _____ _____ _____
Third Level Supervisor's Signature | Date Decision Given to Employee | Employee's Signature | Date

___ I am satisfied with this decision.
___ I am not satisfied with this decision.

Form Per 202

Summary of Department Head's Decision: _____ Date received

_____ _____ _____ _____
Department Head's Signature | Date | Employee's Signature | Date

Decision Given to Employee
___ I am satisfied with this decision.
___ I am not satisfied with this decision.

Summary of Head, Personnel Division's Decision: _____ Date received

_____ _____ _____ _____
Head, Personnel Division Signature | Date | Employee's Signature | Date

Decision Given to Employee
__ I am satisfied with this decision.
__ I am not satisfied with this decision.

Summary of Assistant Director's Decision: _____ Date received

_____ _____ _____ _____
Assistant Director's Signature | Date | Employee's Signature | Date

Decision Given to Employee
___ I am satisfied with this decision
___ I am not satisfied with this decision.

Summary of Director of Libraries'Decision: _____ Date received

_____ _____ _____ _____
Director of Libraries Signature | Date | Employee's Signature | Date

Decision Given to Employee
___ I am satisfied with this decision.
___ I am not satisfied with this decision.

University of Kentucky Libraries

Organizational Procedure

rev. Jan. 1978

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X. THE LIBRARY OMBUDSMAN

The office of the Ombudsman shall provide a mechanism for handling issues for which no established procedure exists or for which established procedures have not yielded a satisfactory solution. It is not intended to supplant the normal processes of problem resolution. The authority of the Library Ombudsman extends to issues of a Library nature involving all professional, classified and student employees of the University Libraries.

The Ombudsman shall have full access to the necessary officials, meetings and personnel records; the involved parties shall remain anonymous in all cases, unless said parties signify otherwise. The Ombudsman shall maintain close liaison with the Director and is responsible to the Library faculty and staff, to whom reports shall be made at least once a quarter. The Ombudsman shall be selected by vote of the Library faculty and staff and shall serve a term of one calendar year.



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SELECTED PORTIONS OF HANDBOOK FOR PROFESSIONAL LIBRARY STAFF SECTION II OF ADMINISTRATIVE MANUAL FEBRUARY 1972

The In-Service Training Committee also attempts each year to organize at least one information, discussion, or training seminar. These seminars cover a variety of topics and have three primary objectives: (1) to improve intralibrary communications; (2) to improve the staff's understanding of current plans and objectives, and (3) to help the staff keep abreast of trends and developments in the field of librarianship.

F. Performance Review

The performance of new appointees and those assigned to new positions within the library system is reviewed by the individual's immediate supervisor after the completion of six months in the assignment. The assessment of new appointees is continued for up to three years to determine if appointment should be continued.

Although there is no set schedule for conducting formal performance appraisals for regular staff members, it is apparent that a standard schedule will be necessary in order to implement the proposed system of professional levels noted above.

Supervising librarians should include a personal interview with the individual as part of the performance appraisal, pointing out his strengths and weaknesses in performance, his potential for development, and how he can improve his performance if improvement is needed.

G. Vacancies and Promotion

Professional vacancies are announced to the staff through the Director's Newsletter.

The Representative Committee of Librarians is currently involved in formulating a recommendation for a system of peer evaluation for considering staff members for promotion to the various ranks in the system of professional levels. Discussions of this proposal are currently under way.

H. Separation from Service

1. Resignation

Generally, members of the professional staff are obliged to submit written notification of resignation to their supervising librarian at least 30 days in advance. A substantially longer period of notification is expected from those having significant administrative or supervisory responsibilities.

2. Program Reduction

In the event of financial exigency or discontinuance or curtailment of an activity, it may be necessary to terminate a staff position. In such a case, every effort will be made

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to relocate the staff member within the Libraries. Should no other suitable position be available in the library system, however, the staff member will be given written notice of termination, one to six months in advance, depending on the length of his service.

3. Release

A release is a form of termination employed at the convenience of the University, normally without prejudice. An individual might be "released," for example, because he is judged not well suited to his position even though attempting to perform to the best of his ability. Any individual who is released receives suitable notice with necessary time off to seek other employment. This type of termination generally applies to individuals in lower level positions with less than three years of service.

4. Termination for Cause

If it becomes necessary to terminate an individual's appointment for cause or for reasons of inadequate performance, such action will be taken only after the individual has been sent a written statement of the reasons for the termination. The individual may wish to contest such action by requesting a hearing before a committee constituted within the University for the purpose. The Director of Libraries will give full consideration to the findings and recommendations of the committee in reaching a final decision.

TERMINATION

It is the University's policy to give ample notice to any staff member whose employment is to be terminated or whose appointment is not to be renewed. In general, this may be interpreted to mean not less than twelve months' notice to a professional staff member, and two weeks' notice to classified staff. Obvious exceptions to this policy are temporary employment with a previously agreed-upon termination date or an instance of serious incapacity or misconduct on the part of a staff member.



It is also expected that staff members will give due regard to the Libraries' interest by giving advance notice of their intention to resign. A desirable minimum for professional staff should be three months, for non-professional staff, four weeks---these in addition to any terminal leave. Terminal leave, i.e. vacation days accrued but not used well in advance of one's resignation, is paid to members of the classified staff on a calendar day basis, including Saturdays and Sundays.

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December 10, 1971

PENNSYLVANIA STATE UNIVERSITY LIBRARIES

Dismissal Procedures

Non-Tenured Librarians

The Pennsylvania State University does not have a clearly specified procedure for dismissal of non-tenured faculty members. The University Libraries has, therefore, sought to outline a procedure to be followed in such cases to insure uniformity and fairness for all librarians within the broad framework of University policy. The University policy on Academic Tenure Regulations, (PS-23), does specify the amount of notice to be given for termination of non-tenured librarians and details dismissal for cause of tenured faculty. The procedure outlined below is written to provide details concerning how terminal notice shall be given to non-tenured librarians. The following procedure has been designed to be followed in cases when a non-tenured librarian's performance has been unsatisfactory. This procedure does not apply to cases of moral or criminal misconduct on the librarian's part, nor to financial exigency on the University's part.

Non-Tenured Librarians

The category of non-tenured librarians includes all Assistant Librarians, for whom at least ninety days' notice of termination is required. Recommendations for dismissal of Assistant Librarians originate with the Assistant Librarians' supervisor at the level of Department Head or above.

Also included in this category are librarians of all other ranks (Senior Assistant Librarian, Associate Librarian, and Librarian) who have not served the seven provisional years necessary for the attainment of tenure. All such librarians with less than two years of provisional service towards tenure require at least 90 days' notice; all those with more than two years of service require twelve months' notice. Termination may be recommended by the librarian's supervisor at the level of Department Head or above, or by the Committee on Academic Promotion and Tenure because of the latter's responsibility for tenure review.

Director of Libraries

Decisions concerning termination of non-tenured librarians at University Park are made by the Director of Libraries. Recommendations for termination must be presented to the Director of Libraries for his action. Decisions concerning the termination of non-tenured librarians at Commonwealth Campuses are made with the concurrence of both the Campus Director and the Director of Libraries.

Advance Warning--Performance Evaluation

A librarian's performance is formally evaluated periodically. After the first six months in a position, a preliminary review is completed. Thereafter, a librarian is reviewed on an annual basis in the month of his original appointment or transfer to his current position. These evaluations are designed to inform the librarian of his performance, to point out areas in need of improvement, and to encourage him to improve. If a librarian's performance is unsatisfactory, however, the performance evaluation must indicate this failing, and the fact that dismissal may follow. This form also provides space for a librarian to respond to the performance evaluation.

A librarian's performance should be subject to continuous informal review also. If at any time, a non-tenured librarian's overall performance is considered to be unsatisfactory, this situation must be brought to the librarian's attention through discussion and written memos, as well as the annual performance evaluation. In such cases, the reviewing officer, in addition to the immediate supervisor, should be involved in the efforts to assist the librarian in improving. Suggestions for improvement and adequate time for correction should be given before further action.

At this stage, it is important to explore all possible alternatives to dismissal such as the transfer to another assignment more appropriate to the librarian's qualifications, the realignment of duties to accentuate strong points, or the reassignment of the librarian to a different supervisor. The ability of the library to make such adjustments, however, is contingent on the staffing and financial resources available at any given time. Such flexibility may not be possible unless it serves the best interest of the University Libraries as well as the librarian.

If the Committee on Academic Promotion and Tenure in considering librarians for tenure recommendations, makes a negative report on a librarian which is accepted by the Director of Libraries, the librarian must also be given notice and a chance to improve before dismissal proceedings can be instituted. The Director of Libraries in accepting an initial negative tenure recommendation from the Committee on Academic Promotion and Tenure will

confer with the librarian's supervisor, and then notify the librarian in writing of the reason for the report, the possibility of dismissal, suggestions for improvement, and an indication of the appropriate timing of the next review. If such a librarian has already received warnings from his Department Head, this aspect of the procedure need not be repeated.

Dismissal Notice

If a librarian's performance is unacceptable and does not improve with correction, the situation should be brought to the Director of Libraries for his information, consideration, and decision. If the Director of Libraries with, if appropriate, the concurrence of a Campus Director, decides that dismissal may be in order, a memo to this effect is prepared which includes the following terms:

(1) Cause for dismissal
(2) Effective date for such dismissal
(3) Procedure for meeting regarding dismissal

This memo of proposed termination will then be given to the librarian by the Personnel Librarian who will explain, if necessary, the dismissal procedure and options open to the librarian.

Meeting

The librarian will be able to respond to the reasons given for dismissal at a meeting to be held within ten working days from the date of the memo. After the librarian has stated in writing his desire for a meeting, the Personnel Librarian will arrange the meeting which will be attended by the Director of Libraries; the librarian's supervisor at the level of Department Head or above; Campus Director, if appropriate; the Personnel Librarian; and the librarian at a time and place convenient to all parties. The librarian, if he so chooses, may ask one librarian on the staff to attend the meeting with him. At this meeting, the burden of proof will be on the librarian. Only if he makes a reasonable showing that the stated reasons are wholly inappropriate as a basis for dismissal or that they are wholly without basis in fact, would the University Libraries administration become obligated to show that the stated reasons are not inappropriate or that they do have a basis in fact.[1] The Personnel Librarian will prepare a summary record of the meeting which will be verified and distributed to all attending.

The final decision rests with the Director of Libraries and, if appropriate, the Campus Director, and will be made within five working days from the date of the meeting. The decision will be issued in a memo given

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[1] Roth vs. Board of Regents of State Colleges, 310F. Supp. 972, 1970, p. 980

to the librarian by the Personnel Librarian.

Alternate Procedure

If the librarian receiving a dismissal notice knowingly chooses to do so, he may forego the meeting. In this case, he will receive at the end of ten working days a memo from the Director of Libraries confirming his termination and effective date of same.

Resignation

A librarian may choose to resign at any time during the dismissal proceedings previous to the final decision. The librarian's resignation does not cause the removal of any previous dismissal documents from his personnel record but will end the dismissal proceedings. The librarian should indicate in a letter of resignation addressed to the Director of Libraries and, if appropriate, the Campus Director, a date of resignation no later than the date of possible dismissal.

If the librarian does not wish to avail himself of the meeting, he may resign within the ten-working day period after receipt of the notice of dismissal. The librarian may also resign after the meeting but before the final decision is reached. In this latter case, the summary of the meeting will be included in the librarian's personnel record.

Terminal Appointment

The librarian who is dismissed is always given at least ninety day's notice, and in the case of those with the rank of Senior Assistant Librarian and above and at least two years provisional service towards tenure, a year's terminal appointment is granted. During this period, the librarian will be expected to continue to work to the best of his abilities in either his original capacity or in a newly assigned position. In all cases, gross negligence of responsibilities or deliberate misconduct during the terminal period may result in further action. On the other hand, consideration for the librarian and his future career will be exercised. Dismissal proceedings will remain confidential, and terminations will be announced in a discreet manner and time. A librarian may terminate his employment at any time during the terminal appointment. At least a week's notice of early termination is requested but not required.

PRINCETON UNIVERSITY

TERMINATION PROCEDURE

LIBRARY SUPPORT STAFF--NON-UNION EMPLOYEES

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# Leaving the Employ of the University

## LEAVING THE EMPLOY OF THE UNIVERSITY

If you stop working for the University, there are a number of matters which must be taken care of. This section will tell you what these are as well as other things you should know.

## GIVING NOTICE

A week's advance notice is requested if you intend to resign before the end of the 90 day probation period. After that time, at least two weeks notice is requested.

## TERMINATION INTERVIEW

The Office of Personnel Services, whenever possible, conducts an Exit Interview with each terminating employee to discuss the details of separation in relation to rights, benefits, your appraisal of employment in the University, and other relevant matters. It is requested that the terminating employee make arrangements for this interview.

## IN CASE OF LAYOFFS

Princeton University has a fine record of offering stable employment to its staff employees. In the instances where positions have been eliminated, equivalent open-

ings elsewhere in the University structure have usually been available.

However, in the event that a position is terminated and equitable transfer possibilities within the University do not exist, notice of termination, or pay in lieu of such notice, will be given in accordance with the following schedule:

| *During* | *Notice of Termination* |
|---|---|
| 1st year of employment | 2 weeks |
| 2nd & 3rd years of employment | 4 weeks |
| 4th & 5th years of employment | 6 weeks |
| 6th & 7th years of employment | 8 weeks |
| 8th & 9th years of employment | 10 weeks |
| 10 years and after | 12 weeks |

This policy does not apply to discharges for cause or voluntary separation.

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## VACATION PAY

Employees, at the time of termination, will receive payment for all vacation days earned but not taken (see vacation formula on pages 27 and 28). This does not apply, however, to terminating probationary employees.

## RETURN OF UNIVERSITY PROPERTY

All University property issued to you must be returned no later than your last day of work. Property such as tools, keys, uniforms and manuals must be returned to



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your supervisor. Library books must be returned to the Library.

## STATUS OF LIFE INSURANCE

Your Group Life Insurance will end 31 days after your termination. During this 31-day period, you may convert all or part of this insurance to a straight life policy without a medical examination by making application to any Equitable Life Assurance Society Agent.

## STATUS OF HOSPITALIZATION AND SURGICAL INSURANCE

Your group Hospitalization and Surgical Insurance coverage will end at the end of the month following your last payroll deduction or at the end of the month in which you terminate if you are not paying any part of the cost of your insurance.

When we notify our Hospitalization and Surgical Insurance carrier of your termination, they will automatically send you a bill at your home so that you may continue your coverage under a non-group plan if you wish.

## STATUS OF MAJOR MEDICAL INSURANCE

Your Major Medical Insurance will stop at the end of the month in which you terminate unless you have an active claim. If you have an active claim at time of termination, contact the Office of Personnel Services for details on the duration of your coverage.

TERMINATION: 51

WASHINGTON UNIVERSITY LIBRARIES
ST. LOUIS, MO. 63130

WASHINGTON UNIVERSITY

# CHECKOUT LIST FOR STAFF MEMBERS LEAVING THE EMPLOYMENT OF THE LIBRARY

Instructions: Staff members leaving the employment of the Library are to obtain clearance from the Library departments indicated below as early as possible after the decision to resign is made. Clearance with the Administrative Office should be obtained on the last working day when Library keys and I. D. cards are turned in. This form must be completed and presented to the Administrative Assistant before final pay check will be released.

Name of staff member: _____ Department _____

| Department | Action Complied With | Department Chief/authorized supervisor initials |
|---|---|---|
| Circulation | 1. All books on loan checked out to above named person have been returned<br>2. Special Library staff badge has been returned. | _____ |
| Acquisitions | All books ordered personal book order have been paid for | _____ |
| Serials | All serials borrowed have been returned | _____ |
| Audio-Visual | 1. Photocopy charges, etc., paid. | _____ |
| | 2. Materials and equipment borrowed have been returned. | _____ |
| Admin. Office | I. D. card and Library keys have been turned in. | _____ |

Note: The University requires that all financial obligations to it be taken care of before the final pay check is released. This includes such things as charge accounts at the University Bookstore.

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## WHEN YOU LEAVE THE UNIVERSITY

Termination of Employment

A. Types of Termination

Resignation: An employee resigns when he leaves of his own accord, fails to return from an authorized leave of absence, or fails to report to work and fails to notify their supervisor within a reasonable period of time with a valid excuse (see absences).

Release without Prejudice: If an employee is found incapable of doing his prescribed work or is otherwise unsuited for the job, or if the job is eliminated, he may be released after reasonable consideration has been given to possible transfer to another position. An employee who is asked to resign without prejudice will be given at least the same amount of notice as he would be expected to give if he were voluntarily resigning.

The employee will be paid for any earned unused vacation not to exceed the maximum amount to which he is entitled (2 weeks, 3 weeks or 22 days).

Discharge: Discharge for cause may be given for any flagrant violation or rules or for continued unsatisfactory on-the-job practices.

B. Notification of Termination

A nonprofessional employee is expected to give at least two weeks notice in the case of voluntary resignation. Professional employees should give at least four weeks notice. An employee who gives proper notice of voluntary resignation will be paid for any accrued vacation if his length of service has exceeded 6 months.

An employee may be discharged for cause without prior notice. In such cases, the terminating employee is entitled to payment for accured vacation. However, no payment is required in lieu of notice.

C. Procedures for Termination

Any outstanding amounts due, such as Campus Stores charges, parking fines, or University College costs, must be settled. Also, ID cards, keys, library books, and items of University equipment must be turned in before the final paycheck can be released. A CHANGE OF STATUS form should be forwarded to the Personnel Office. Contact the Personnel office at 4691 for further information.

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## PROBLEM HANDLING

Employees who wish to question some treatment, procedure, or policy are encouraged to speak up. A procedure for handling such questions is available and in use as follows:

1. Discuss the question with your immediate supervisor.
2. If more satisfaction is desired, discuss it with the department head.
3. Further appeal may be made to the Director of Personnel for a final reply. The "problem" should be explained in writing at this stage, and a formal reply in writing will be given after thorough study of all the facts.
4. Appeals may be made directly to the Personnel Advisory Committee, which is made up of a number of staff employees who are appointed each year by the Executive Vice Chancellor to advise the Administration on personnel matters.

The Personnel Office is always available to any employee to discuss questions or any misunderstandings he may have.

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